

CD 83762

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18 SEP
1968

MEMORANDUM FOR: Deputy Director for Plans

SUBJECT : Senior Operations Seminar

REFERENCE : DDP memo, same subject, dated
12 September 1968

1. The senior operations seminar planned for officers of the Clandestine Services represents, in my view a long needed departure in the training field. Heretofore the mid-career course came closest to meeting advanced training needs but suffered from too much repetition and review dictated by the Agency wide interests and population it had to serve. A seminar approach conducted exclusively for senior CS officers can substantively grapple with the many problems of doctrine, operational management, priorities, etc., which are an integral part of day to day CS business.

2. In looking over the course format, I detect a possibility that it could degenerate into a larger mid-career course. Care should be taken to avoid such a development. A major effort must be made for the clearest possible delineation of problem areas unique to the CS. Weighting and emphasis should be away from the general (policy, trends, management, the intelligence

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judgment, etc.,). Even the handling of the latter subjects could recede to the basics such as are provided in lower level courses. Advance level requirements will only be served to the degree that the abiding nuts and bolts of our business are projected against the best of our accomplishments and the distillation of the best of our practices.

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3. A final caution. The continuing refinement which such a course will require makes it necessary that appropriate CS components, the senior staffs, for the most part, be specifically directed to maintain a positive relationship to it, providing up-dated input and measuring its effectiveness against changing needs.

agree.
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